



FY2012 Performance and Accountability Report

**Montgomery County
Office of Intergovernmental Relations**





Montgomery County Office of Intergovernmental Relations FY2012 Performance and Accountability Report







IGR Alignment to County Priority Objectives

Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

IGR Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY11 Results</u>	<u>FY12 Results</u>	<u>Performance Change</u>
Percent of State Priorities Fully Realized	42%	8%	
Percent of State Priorities Partially Realized	38%	50%	
Percent of State Legislative Package Where IGR Position Prevailed	58%	86%	
Percent of Federal Priorities Fully or Partially Realized	53%	67%	



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IGR At A Glance

What Department Does and for Whom	How Much/How Many
Overall Represent County interests at municipal, regional, state, and federal levels	Total Operating Budget: \$0.9 million Total Work Years (WYs): 4.4
Remove Impediments Work within the legislative process to remove financial and statutory barriers that create impediments to achieving Montgomery County Results	Budget: \$ 0.3 million Work Years (WYs): 1.6
Program Preparation Prepare and shepherd the annual state legislative program and the annual federal priorities request through the process	Budget: \$ 0.3 million Work Years (WYs): 1.4
Liaison Serve as liaison with state government, the County's state delegation, and Congressional staff	Budget: \$ 0.3 million Work Years (WYs): 1.4

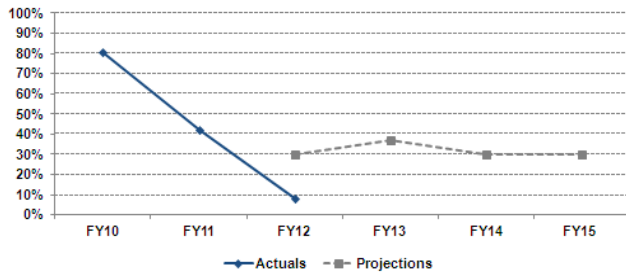


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Headline Performance Measure 1: Percent of State Priorities Fully Realized

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	81%	42%	8%			
Projections			30%	37%	30%	30%

Factors Contributing to Current Performance

- Experienced, skilled, and well-connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice"
- A County Executive, County Council, and departmental and agency staff who regularly partner with IGR to promote the County's agenda at the State
- The State's largest delegation, including members holding key leadership positions in the General Assembly
- A responsive State Delegation, including members holding leadership positions

Factors Restricting Performance Improvement

- Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly
- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Increasing competition for resources at the State level
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest
- Little control over certain variables that drive formula funds, such as K-12 enrollment, vehicle registrations, etc.

Performance Improvement Plan

- Provide the State Delegation with information about the projects and programs that are important to Montgomery County in a clearer, more concise, and more frequent manner
- Identify potential allies within and outside of the County to strengthen messages and broaden the base of support for funding priorities
 - Continue to improve communications and resource allocations with the County Exec. and his staff to maximize effort
 - Convene more frequent meetings to discuss where issues stand at the State level and to determine courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience
 - Be informed about State grant applications submitted by County agencies so that an advocacy component may be included and the success rate for awards improved

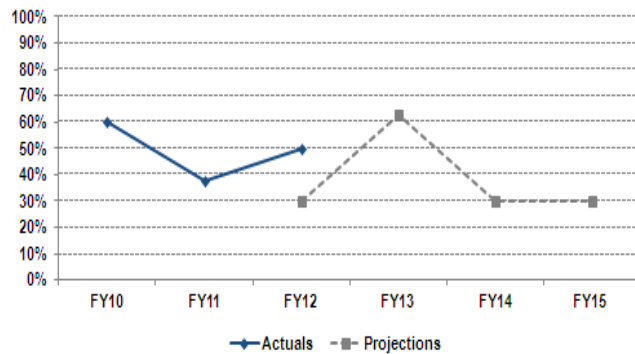


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Headline Performance Measure 2: Percent of State Priorities Partially Realized

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	60%	38%	50%			
Projections			30%	63%	30%	30%

Factors Contributing to Current Performance

- Experienced, skilled, and well-connected staff committed to achieving results
- The County Executive, County Council, departmental, and agency staff regularly partner with the Office of Intergovernmental Relations to promote the County's agenda
- A responsive Delegation, including members holding leadership positions

Factors Restricting Performance Improvement

- Perception of Montgomery County as wealthy and insular
- Increasing competition for resources
- The process for developing the priorities submission often results in a list which can include items that may be unrealistic to attain

Performance Improvement Plan

- Work to obtain agreement on a more targeted well defined list of priorities that could easily be communicated to the Delegation and other stakeholders
- Continue to improve relationships to ensure good communication flow so that efforts are maximized
- Improve communications about efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Convene more frequent meetings to discuss where issues stand and courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience

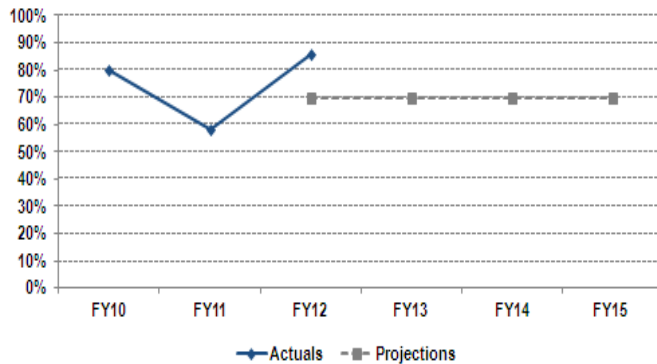


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Headline Performance Measure 3: Percent of State Legislative Package Where IGR Position Prevailed

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	80%	58%	86%			
Projections			70%	70%	70%	70%

Factors Contributing to Current Performance

- Experienced, skilled, and well-connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- A County Executive, County Council, and departmental and agency staff who regularly partner with the IGR to promote the County's agenda at the State level

Factors Restricting Performance Improvement

- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest

Performance Improvement Plan

- More aggressively pursue the County's positions, via one-on-one contacts, within and outside of the State Delegation
- Continue to encourage staff collaboration by reinforcing open door 24/7 policies combined with formal staff meetings
- After the session concludes, debrief with staff, Delegation members, and other lobbyists and relevant outside observers to determine what strategies worked and to review what was learned
- Continue to nurture relationships with present decision makers and those IGR and others identify as future decision makers

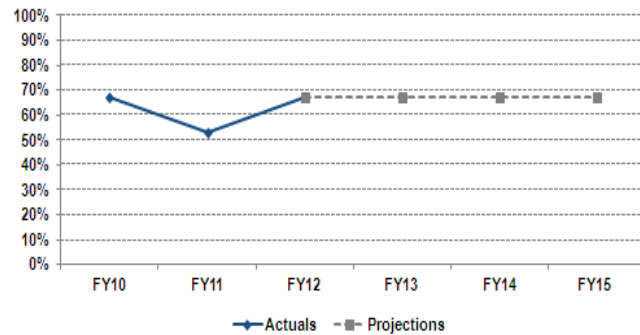


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Headline Measure 4: Percent of Federal Priorities Fully or Partially Realized

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	67%	53%	67%			
Projections			67%	67%	67%	67%

Factors Contributing to Current Performance

- Experienced, skilled, and well-connected staff committed to achieving results
- The County Executive, County Council, departmental, and agency staff regularly partner with the Office of Intergovernmental Relations to promote the County's agenda at the Federal level
- A responsive Congressional Delegation, including members holding leadership positions in Congress

Factors Restricting Performance Improvement

- Perception of Montgomery County as wealthy and insular
- Increasing competition for diminishing resources at the Federal level
- The process for developing the Federal priorities submission often results in a lengthy list which includes items that may be unrealistic to attain

Performance Improvement Plan

- Work to obtain agreement on a more targeted well defined list of Federal priorities that could easily be communicated to the Congressional Delegation and other stakeholders
- Continue to improve relationships to ensure good communication flow so that efforts are maximized
- Improve and better maintain the template for tracking the appropriations process
- Improve communications about Federal efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Actively participate in the Washington region COG State and Federal lobbying group
- Attend American Lobbying Group workshops and take advantage of other opportunities to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support selectively hiring outside consultants and work closely with those already retained to ensure that the County is identifying Federal opportunities, developing and implementing appropriate strategies, and broadening its use of Federal contacts and other resources
- Convene more frequent meetings to discuss where issues stand and courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience

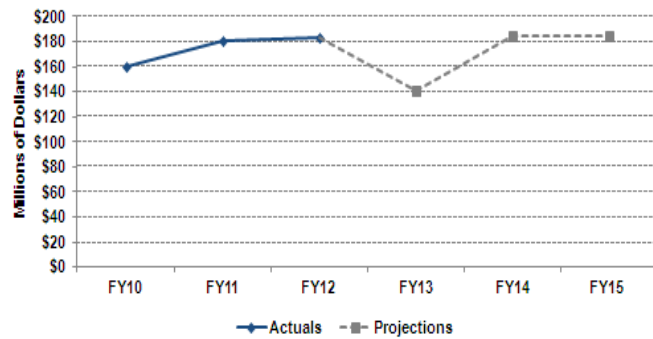


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Supporting Measure: Total State Retirement Payments (in millions of dollars)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	\$160	\$181	\$183			
Projections				\$141	\$185	\$185

(in millions of dollars)

Factors Contributing to Current Performance

- Escalating teacher compensation
- Increase in number of MCPS teachers

Factors Restricting Performance Improvement

- Transfer of 50% of retirement costs to county governments in FY13

Performance Improvement Plan

IGR will track State retirement payments made on behalf of public K-12 teachers and certain community college faculty. Retirement payments are calculated by applying the State's annual pension contribution rate to the eligible salary base.

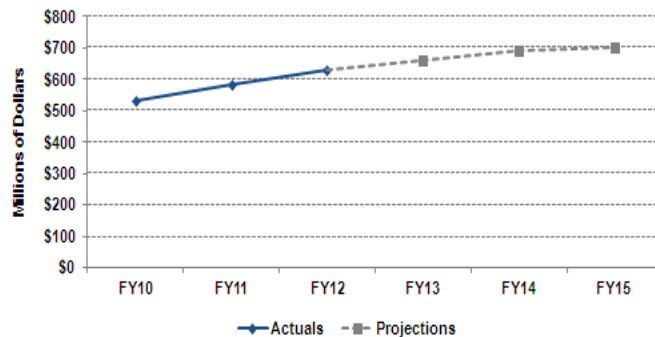


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Supporting Measure: Total Direct State Aid (in millions of dollars)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	\$535	\$586	\$629			
Projections				\$663	\$692	\$702

(in millions of dollars)

Factors Contributing to Current Performance

- Growth of MCPS enrollment
- Restoration of statutory aid formulae

Factors Restricting Performance Improvement

Performance Improvement Plan

IGR will track Direct State Aid, which is provided to help support the operating costs for locally delivered services and programs. Direct State Aid is comprised mainly of public K-12 education aid, which is allocated inverse to wealth.

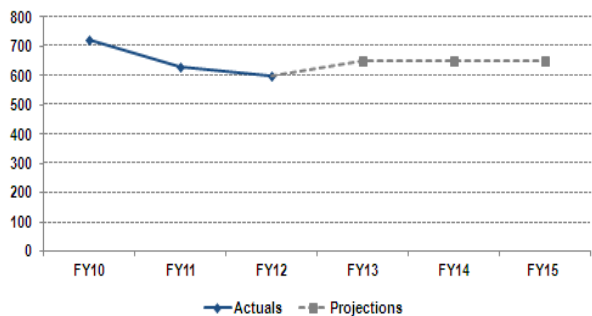


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Supporting Measure: General Assembly Bills Identified as of Potential Interest to the County and Analyzed by the Office of Intergovernmental Relations

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	723	629	600			
Projections				651	651	651

Factors Contributing to Current Performance

- Number of bills introduced is cyclical

Factors Restricting Performance Improvement

- Number of bill introductions is cyclical
- Temporary reduction in staff

Performance Improvement Plan

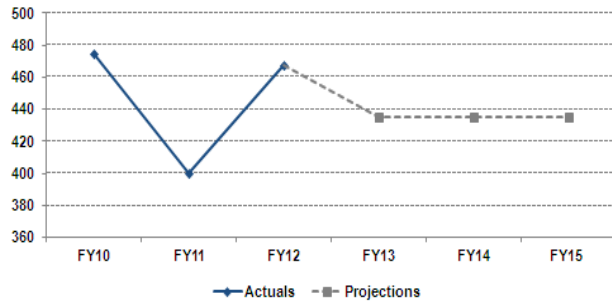


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Supporting Measure: Number of Bills for Which a County Fiscal Estimate Was Requested by the State Department of Legislative Services

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	475	400	468			
Projections				435	435	435

Factors Contributing to Current Performance

- Number of bills introduced is cyclical

Factors Restricting Performance Improvement

- Number of bills introduced is cyclical

Performance Improvement Plan

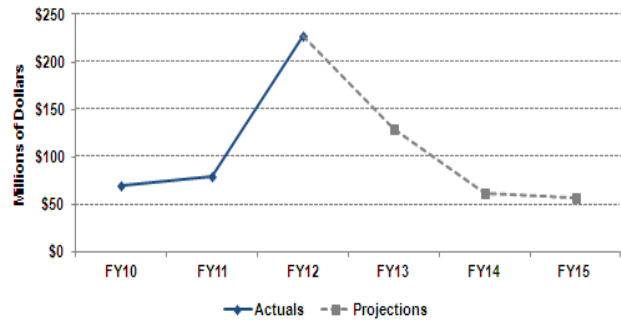


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Supporting Measure: State grants appropriated for capital projects, excluding transportation
(in millions)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	\$70	\$80	\$227			
Projections				\$129	\$62	\$57

(in millions)

Factors Contributing to Current Performance

Factors Restricting Performance Improvement

Performance Improvement Plan

IGR will track State Capital Grants for non-transportation-related projects located in Montgomery County, including grants for public school construction, higher education facilities, mental health facilities, environmental and natural resources projects, and local community initiatives. This does not include transportation.

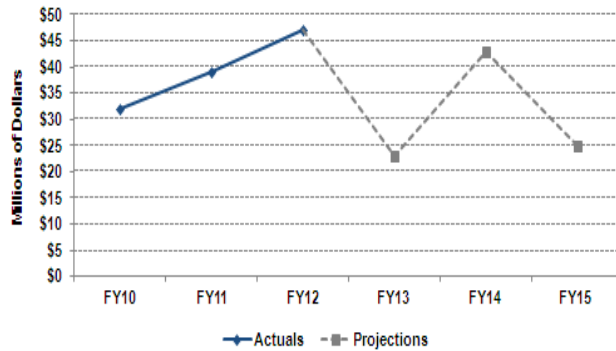


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Supporting Measure: State grants appropriated for capital transportation projects (in millions)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actuals	\$32	\$39	\$47			
Projections				\$23	\$43	\$25

(in millions)

Factors Contributing to Current Performance

Factors Restricting Performance Improvement

Performance Improvement Plan

IGR will track State Capital Grants for Transportation projects located in Montgomery County, not including funds for projects considered of regional significance, such as the ICC or Purple Line.



Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) 19% decrease in average overtime hours used by all approved positions (1.9 hours/position in Fy11 to 1.5 hours/position in FY12) (Source: Department provides and CountyStat validates)

b) XX% increase/decrease in average Net Annual Work hours worked by all approved positions (Source: data/information not available yet)

- Continued to improve the efficiency of the fiscal note processing system to reduce the level of effort required during Session to manage the system
- Installed an independent server in Annapolis which resulted in less down time due to communications failures
- Eliminated additional ISDN and other phone lines in Annapolis which should translate into cost reductions
- Shared a staff with Health and Human Services to ensure higher quality and more efficient coverage of health and human services issues at the State level
- Enlisted the services of IGR's part time Federal coordinator to work on selected State issues, leaving a third full time position vacant, maximizing the resources available, and allowing IGR to revert funds back to the County
- Refined the electronic filing system and made other improvements, which eliminated the expense to the County for contractors to move resources to Annapolis for the General Assembly Session and improved on-line accessibility to bill files



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2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) XX% of XX Audit report recommendations were fully implemented since issuance of the audit report (N/A – no audits performed in the last 12 months) (Source: Internal Audit will provide to CountyStat)

b) No change in number of work-related injuries (0 work-related injuries in FY11 and FY12) (Source: Internal Audit will provide to CountyStat)

- All office documents are backed up on two separate servers (Rockville and Annapolis) monthly
- IGR staff engage in constant conversation, formal and informal, about the legal and political implications of improperly using County assets, including charge cards and email, and the expectation that County rules and regulations must be adhered to strictly

3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Source: Department) (Under construction)

b) XX% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department) (Under construction)

- IGR staff members engage in issue-based and functional cross training to ensure that the absence of a member temporarily or on a permanent basis does not impact the ability of the Office to perform its core functions
- IGR staff members participate fully in all public sessions so that all members have experience interacting with the Council and State Delegation in the presence of the press and other advocates to ensure continuity of service
- IGR procedures and practices are documented and accessible
- IGR staff person participated in year-long Council of Governments leadership training program



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4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

100 % of IGR's employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)

5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR (Source: Department provides and CountyStat validates)

- IGR is comprised of four full time and two part time positions, of which one full time position is currently vacant
- Whenever a new recruitment opportunity arises, IGR will conscientiously strive to improve upon its workforce diversity
- IGR complies with all procurement regulations and policies

MFD Procurement: refer to or attach summary yearly report prepared by DGS (Source: Department provides and CountyStat validates) ([Link](#) to report)



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6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

(Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.

(Source: Department)

- In anticipation of computer replacements through the DCM program, proactively developed solutions to address problems created after the last DCM replacement related to various configurations, networking, other communications problems
- Installed a new high-speed document scanner, accessible by all IGR users, which reduces the need to fax documents and maximizes Session contractual staff time by also allowing the immediate electronic conversion of bill file documents during the Session
- Implemented several new methods of tracking State legislation, including the creation of subject-based bill profiles which allows County agencies to track bills as they move through the process
- Maximized the use of MACO's new web-based bill tracking system which allows IGR to more easily coordinate County positions with MACO and reduces duplication of effort
- Further refined the effort to more effectively engage the Congressional Delegation and its staff by limiting Hill meetings to key staff and focusing content on a targeted list of topics related to emerging issues and attainable County goals
- Further refined the composition of the State Delegation "leadership" group that would meet over the interim and weekly during the Session to improve the group's focus on legislative strategy and delivery
- Recommended the retention of and helped hire outside Federal consultants to assist in identifying opportunities and developing strategies for protecting existing federal interests and supporting longer term economic development goals
- Participated in NACO and American League of Lobbyists meetings and with counterparts in Northern Virginia through COG and with the Fairfax County lobbying team, outside of COG, to broaden contacts and to stay abreast of effective advocacy techniques, issues, and trends



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7) **Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments (Source: Department)

b) List your accomplishments and/or expected results (Source: Department)

As an advocacy organization, IGR partners and collaborates with County departments on a daily basis since IGR staff serve as strategists and liaisons to the State and Federal governments on their behalf. A few recent examples of successful collaborative efforts with County departments follow:

- State septs legislation – IGR, working with Economic Development, Permitting Services, the Maryland Department of the Environment and Farm Bureau helped ensure the passage of State legislation that allowed more land in the Ag Reserve to qualify for preservation programs by preventing the adoption of regulations that were contrary to this goal
- Moderately Priced Dwelling Unit (MPDU) Program- in partnership with Housing and Community Affairs, IGR worked with our Congressional delegation to avert the abrupt implementation of a damaging decision by the Federal Housing Administration affecting Montgomery County's inclusionary zoning practices promoting affordable housing, which would have jeopardized the scheduled closing on 28 MPDU properties and stopped all future sales and resales of MPDU properties in Montgomery County
- State Criminal Alien Assistance Program (SCAAP) -- IGR worked successfully with Corrections, our Congressional delegation, NACO, and other local jurisdictions to persuade DOJ to announce a one year delay in its decision to eliminate SCAAP payments to jurisdictions for the costs of incarcerating inmates whose immigration statuses are "unknown"
- D Block Spectrum -- IGR worked collaboratively with our County partners and our Congressional delegation on advocating the importance of a dedicated D Block spectrum. In early 2012, Congress adopted a measure including spectrum-policy language designed to address public-safety broadband needs.



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8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 44% decrease in print and mail expenditures (Source: CountyStat)

b) 7% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

c) List your accomplishments and/or expected results (Source: Department)

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- New equipment purchases (e.g. scanner, printers, copiers) have been "Energy Star"
- Continued bottle recycling program in the Annapolis office
- Telecommuting and alternative work schedules are supported
- Majority of trips to Capitol Hill are done via transit with one employee utilizing transit almost exclusively to get to and from work during the 9-month interim
- Purchase recycled paper goods
- Utilize double-sided printing exclusively
- Encourage staff to consider the necessity of printing before actually printing
- Improved use of electronic files has significantly reduced the need for paper file folders
- Bill folders for crossfiled State legislation includes only one set of documents instead of duplicates
- Overall, a 44% decrease in FY 12 relative to FY 11 in print and mail expenditures